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EXCOM 81-9023

15 June 1981

MEMORANDUM FOR: Executive Committee Members

FROM : Robert M. Gates
Director, DCI/DDCI Executive StaffSUBJECT : Agenda for Executive Committee Meeting,
22 June 1981

1. The Executive Committee will meet on Monday, 22 June 1981, at 10:45 A.M. in the DCI Conference Room for a second session on the recruitment system.

2. The DDCI's guidance for structuring this session was outlined in paragraph 9 of the minutes of the 29 April meeting (EXCOM 81-9010, 5 May 1981). Attachment 1 contains the requested issue paper from the Office of Personnel. Recommendations begin on page 5. Attachment 2 responds to the DDCI's request for an explanation of the utility of the Professional Applicant Test Battery. As additional background for this follow-up session, you have already been provided copies of the DDA Management Staff's paper and excerpts from the IG's report on the recruitment system (EXCOM 81-9011, 1 May 1981).


3. The 18 June Executive Committee session has been rescheduled for Thursday, 2 July, at 9:15 A.M.


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Attachment 1: Office of Personnel Paper
2: OMS Paper on the PAT-B

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TAB

FOLLOW-UP ON EXECUTIVE COMMITTEE RECRUITMENT SESSION
HELD 29 APRIL 1981

1. INTRODUCTION

On the 29th of April, the Executive Committee was briefed on the recruitment and processing system for applicants. Recent changes in the recruitment environment and in the required recruitment levels had surfaced the need for changes in the system. To a very large extent, these needed changes have been made. The follow-up meeting will focus on the additions to the system that will be necessary to meet the increase in Agency strength for FY 81 through FY 83 plus normal attrition of 7%.

Recruitment and processing, like all systems, must be subject to periodic fine tuning to maintain maximum effectiveness against the changing needs of the service. The Office of Personnel and other Agency elements involved in recruitment and processing recognize this principle. Efforts to adjust and improve existing systems will be fundamental to the operation of these systems.

Some recommendations for additional major changes warrant study and, if implemented, ultimately might further improve the system--in the long term. In the short term, this is the worst possible time to make any dramatic changes which even temporarily might interrupt or lessen the candidate flow.


The recruitment climate has changed dramatically since the mid-70's. Attitudes toward CIA and CIA employment in the academic world and other target groups are increasingly favorable. We can take advantage of this

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improved climate to create and maintain the capabilities necessary to meet our manpower needs as they ebb and flow from year to year. This will require broadening our contact base and capitalizing on the referral services of those academicians and others who appear willing to help us. It will also require a combined effort. It will require continuing manpower and other resource commitments from the career services. We need career service involvement in identifying candidate sources, in providing substantive expertise and experience to the screening and interview processes and, above all, in final selection. In other words, I believe the proper role for the Office of Personnel/Recruitment and Placement is to develop and maintain the recruitment mechanism and to generate and screen candidates. The actual selection of candidates to put into final process should continue to be primarily the function of career service representatives--on rotation or loan to OP (e.g., the CTS), or working hand-in-glove with us.

2. MEETING RECRUITMENT REQUIREMENTS

To meet our recruitment needs in this and the next two fiscal years, it will be necessary to increase the number of applicants in-process at one time and focus on this processing pipeline as our day-by-day goal. With a sustained flow of applicants in the pipeline and an average of one hire for every two applicants in-process, we will meet our increased ceiling levels. A projection of our recruitment activity is as follows:

<u>FY</u>	<u>Ceiling Increase</u>	<u>Sustained Applicant Pipeline Level</u>	<u>EOD's</u>
1980			
1981			
1982			
1983			

These projected levels are based on an average medical and security clearance time of eleven (11) weeks. If this time can be reduced, there also can be a corresponding decrease in the number of applicants in-process at any one time. If clearance time increases, larger in-process levels will be needed. We plan to monitor these levels closely and make appropriate adjustments as necessary. We can produce the required number of applicants only if the proper level of resources--people and money--is made available. Attachment A lists the staffing requirements for Personnel, Security and the Medical Offices to handle the current and increased recruiting and applicant processing workload. Attachment B describes the related costs for increases in advertising and travel funds.

In addition, we propose to take the following steps:

a. We plan to increase the use of middle-level managers throughout the Agency to assist in the recruitment and selection effort and to identify and contact potential recruitment sources. We will develop an orientation program for component representatives and Minority Employment Coordinators to inform them of all current Agency requirements, recruitment guides, security requirements, recruiting techniques and processing procedures.

b. We will suggest the use of a component sponsor who would be a working-level officer, somewhat new to the Agency, available to provide assurance of continued Agency interest to the professional and technical applicant during the clearance phase. The component sponsor could address questions on the working environment and general

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duties for the applicant and thereby provide an additional link of encouragement to the applicant. Sponsors will be provided with a list of "Do's" and "Don'ts" to avoid potential problems with the applicant on such issues as salary, travel expenses, or processing.

c. While we are seeking candidates for about ☐ different occupations, it is essential that the recruitment system clearly focus on the Agency's priority requirements. We propose that a temporary committee be established to monitor recruitment goals, identify projected shifts in occupational needs, determine priority requirements, validate ceiling and budget controls with requirements and to make resources available as required. It is suggested the committee be comprised of the Associate Deputy Directors with the Director of Personnel serving as both Chairman and the E Career Service Representative. The committee would meet bi-monthly or as needed and be supported by representatives from Recruitment and Placement and the Comptroller's Office.

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d. We plan to augment our Washington Recruitment Office and to re-activate contracts of auxiliary field recruiters.

3. NEW INITIATIVES IN MINORITY RECRUITMENT

We plan to establish minority recruitment targets for the recruiters based on the skills and the minority population in their territories. To assist them in their efforts, minority officers from Agency components will be encouraged to accompany recruiters to campuses in order to support them and share their experiences in the Agency with prospective applicants. Advertising in campus minority publications will continue. Promotional

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literature on "Minority Employment with CIA" will be developed for distribution to minority associations, such as the "Society for Black Engineers." The Agency's Office of Equal Employment Opportunity as well as the Directorate Minority Employment Coordinators (MEC's) will continue to search out new sources for minority employment recruitment.

We would encourage the Directorates to set recruiting targets based on occupational needs for their Minority Employment Coordinators since these officers visit numerous minority campuses each year.

We plan to improve the review procedure for minority applications in order to expedite the decision-making process. We would expect to cut the review time in half to equate to the more efficient non-minority cases. We have asked the Directorate Minority Employment Coordinators to consider a revision that would permit the review of minority applications through the regular file system. The Minority Coordinators would review the applications rejected at the end of the review to ensure the reasons for rejection are non-discriminatory.

We would encourage that the appropriate Directorate MEC contact each minority applying for a professional or technical position as soon as he or she is put in-process in order to encourage the applicant to continue his or her interest in Agency employment.

4. RECOMMENDATIONS

Approval of CE, OS, and OMS for temporary ceiling increase or authorization to exceed ceiling limitations during this augmentation period.

Approval of funding at the enhanced level for advertisement, invitee travel, recruiter and investigative travel.

A commitment from organizational managers:

a. To provide middle managers for recruitment orientation, TDY availability and travel funds to augment our field recruitment effort.

b. Willingness to set organizational recruitment targets for minority representatives.

The establishment of a temporary senior-level committee to monitor recruitment and processing levels and determine recruitment priorities.

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ATTACHMENT A

In order to accommodate the current recruiting and processing workload as well as the projected hiring increases, the following additional staff positions are required:

Office of Personnel:

Processing Assistants	- 7
Processing Officers	- 4
Review Unit Officers	- 5
Recruiters	- 3
Typists	- 7
Clerks	- 4
Xerox Operator	<u>- 1</u>
TOTAL	<u><u>31</u></u>

Eighteen of the required personnel are already on-board and we are adding others as the workload dictates. Nineteen of the 31 positions indicated above are needed on a permanent basis if undue delays are to be avoided in the processing of applicants by the Office of Personnel. The other twelve positions, however, are of a temporary nature and can be relinquished once our FY 83 hiring goals are met.

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ATTACHMENT B

Advertising - The OP advertising budget for FY 81 was \$50,000.

Component advertising funds and the additional funds later allocated to OP have increased the figure to \$336,000. An additional \$45,000 has been earmarked for advertising but to date has not been transferred to OP. In order to attract the larger number of applicants we will be seeking, OP has requested \$350,000 in FY 82 and \$438,000 in FY 83 for advertisement. In addition, for efficiency of operation, OP should have budget and expenditure control for both managing the advertising program and payment of related bills.

Invitee Travel - Increasing the processing pipeline will result in significant increases in Invitee Travel expenses. OP needs an additional \$533,000 in FY 81 for a total of \$1,273,000. FY 82 expenses will total \$1,656,000 and \$2,003,000 will be required in FY 83.

OP and OS Travel Expenses - Recruiter travel and related miscellaneous expenses have been increased from \$160,000 to \$180,000 for FY 81. To achieve requested ceiling levels for FY 82 and FY 83, allocations of \$208,000 and \$220,000, respectively, are required. OS will require an additional annual allocation of \$150,000 in travel funds.

Audio-Video Equipment - We require the equipment necessary for our recruiters to use the 35mm slide/audio cassette presentation which has been developed by the Office of Public Affairs to describe the Agency's missions and functions. We propose to purchase six units at a cost of \$3,600 for testing at selected field offices and, if this effort is successful, purchase six more units to cover the remaining field offices. The IG and the more recent DDA study on recruiting also recommended the use of such devices in

recruitment. Currently, OP funds are not available to purchase the units, however, we plan to buy the equipment as soon as funds are available.

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